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27 March 1980

MEMORANDUM FOR THE RECORD

STATINTL FROM.



SUBJECT: Alternatives, Inadequacies and Recommendations, The Relationship

1. One of the problems we now face involves the "marriage" of sections of the report dealing with current ADP-T Network inadequacies, descriptions of alternatives (scenarios) and the recommendations for improvements. I begin by concluding that all of the alternatives, including especially the PM's submission, have attributes and describe plans which advance and extend the concept of community-wide Imagery ADP-T support. Still our various alternatives have a differing service focus when examined in light of the 21 network inadequacies. This writer attempts below to generally rate an alternative in three degrees of improvement in comparison with an inadequacy description. I acknowledge that there is imprecise scenario descriptive language to make perfect and consistent placement. I call these degrees of improvement substantial, moderate and limited. When the alternative description is clear, the solution wide-spread and the user's served broad, I call it substantial (SI). Something less than this, which perhaps must even be inferred, I call moderate (MI). And where, I can't find a string but only an expectation, I call it limited (LI).

2. Here goes:

- a) ALT 1 (PM Plans, upgrades)
 - SI: none
 - MI: 1,2,3,4,5,7,13,15,16,18,20
 - LI: 6,8,9,10,11,12,14,17,19,21
- b) ALT 2 (Strong centralization focus, except PI)
 - SI: 1,2,3,5,8,11,14
 - MI: 4,7,9,10,15,16,18,20
 - LI: 6,12,13,17,19,21

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- c) ALT 3 (Strong centralized PI focus)
 - SI: 1,9,10,12,16,19,20
 - MI: 2,3,4,5,7,11,14,15,17,18,21
 - LI: 6,8,13
- d) ALT 4 (Strong centralized focus, except NDS)
 - SI: 1,2,3,5,14
 - MI: 4,7,8,9,10,11,12,13,15,18,20
 - LI: 6,16,17,19,21
- e) ALT 5 (CM System, AS System, PI System, Common)
 - SI: 1,2,5,10,11,14
 - MI: 3,4,6,7,9,12,15,16,17,18,19,20
 - LI: 8,13,21
- f) ALT 6 (Interactive National tasking, AS System, decentralized PI support)
 - SI: 1,2,5,7,11,14
 - MI: 3,4,6,13,15,16,18,19,20,21
 - LI: 8,9,10,12,17
- g) ALT 7 (Centralized Develop, Support all functions)
 - SI: 4,8,13,15,16,17,19,20,21
 - MI: 1,2,3,5,6,12,14,18
 - LI: 7,9,10,11

3. OK, so what? Answer, I'm not sure. Perhaps the alternative descriptions are weak; perhaps the inadequacies are inappropriate; perhaps, an alternative which describes Dave's recommendations will make them all SI and MI. Unfortunately, I believe I could write an alternative description on any of the alternatives which could result in a SI, MI rating of the alternative in comparison with the inadequacies. But this description would require policy determination and probably smack to much of system design. Maybe after all is said and done we still have the old bug-a-boo of the ADP centralization vs. decentralization issue, or four basic constraints which seem to govern all ADP decisions. These are:

- a) Organizational Mission
- b) Management Authority
- c) Development Risk
- d) Cost.

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It beats me why we have different uniforms for the Army and the Air Force, especially since at one time they were one. But we do. Still, there is some standardization and interoperability. The underware is likely the same and a size 40 long in either uniform should fit the same man. I know, a bad example in comparison with the Imagery ADP-T problem, right? Wrong. The issues are similar and so are the alternatives.

The same question persists. How much authority do you give management to develop a system to support their mission within what risks and at what cost? A management centralist would give an entirely different answer than a management decentralist, as would centralized vs. decentralized ADP proponents. I think, however, there is a middle ground. I'll answer the above question this way. You give as much authority to management to develop a system to support their mission as the cost permits. You thus minimize risk and complexity, but usually at higher costs.

4. But to tie this philosophical discussion back to the real world of alternatives and ADP-T network inadequacies, it looks to me like alternative 3, 5, and 7 are winners. However, 7 has very high risks and 3 and 5 have substantial risks. Note though how the downsized IDHS-80 recommendation for the U&S Commands decreases the risks and complexity of CPIS yet with most of the attractive (politically and technically) benefits. This is only one reason why I believe we can consensus around a "DASITT preferred alternative", the new one we'll write around Dave's recommendations. And the beauty of the recommendations is that most are so consistent with the existing PM plans, mission and responsibility as to blur the distinction between something dramatically new and the extension/enhancement of something existing. Oh, there's a few new wrinkles, but these are not (except perhaps CAMS rev-by-rev interactive tasking) the kinds of things senior managers fall on their swords about.

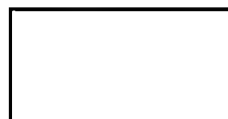
5. I suggest we get a lot more "atta-boys" if we call the alternative description supporting most of Dave's recommendations: Alt 1-add required funds to PM plans. I'm not being smart and I mean most.

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Some of Dave's recommendations are very complex senior management issues
which are substantially alternative independent anyway.



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